CLEVELAND PUBLIC LIBRARY
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CORPORATION FILE

1954 ANNUAL REPORT TO SHAREHOLDERS

NATIONAL TEA CO.

THE BEST 10 YEARS OF OUR LIVES IN REVIEW

DIRECTORS

JOHN F. CUNEO *
President of The Cuneo Press, Inc.

JOHN V. FARWELL III *
President of Sanitary Scale Co.

RAYMOND P. FISCHER
Vice President of The Cuneo Press, Inc.

ARTHUR J. HANSEN
Vice President and Branch Manager

CHARLES S. KELLY
Attorney

HARLEY V. McNAMARA *
President

ROBERT V. RASMUSSEN
President, Elmwood Trust

WILLIAM E. RUSSELL
Secretary-Treasurer

ROBERT E. STRAUS
President of American National Bank and Trust Company of Chicago

* Member of Executive Committee

OFFICERS

HARLEY V. McNAMARA
President

ARTHUR J. HANSEN
Vice President

NORBERT L. CHAPLICKI
Vice President

FRANK J. GRUMAN
Vice President

WILLIAM E. RUSSELL
Secretary-Treasurer

CHARLES WOODING
Comptroller

CLARENCE E. BEARD
Assistant Treasurer

WILLIAM T. MORGAN, JR.
Assistant Secretary

THEODORE G. HALLBERG
Assistant Secretary

TRANSFER AGENTS

Common Shares:

The First National Bank of Chicago
Chicago, Illinois

The Chase National Bank of the City of New York
New York, New York

Preference Shares:

Continental Illinois National Bank
& Trust Company of Chicago
Chicago, Illinois

J. P. Morgan & Co., Incorporated
New York, New York

REGISTRARS

Common Shares:

Continental Illinois National Bank
& Trust Company of Chicago
Chicago, Illinois

The New York Trust Company
New York, New York

Preference Shares:

Chemical Corn Exchange Bank
New York, New York

American National Bank
and Trust Company of Chicago
Chicago, Illinois

1954 ANNUAL REPORT

NATIONAL TEA CO.
General Offices
1000 Crosby St.
Chicago, Illinois

NATIONAL

TO THE SHAREHOLDERS OF NATIONAL TEA CO.

MANAGEMENT REPORT FOR 1954

Your company has passed another milestone in its ten year record of progress and expansion with sales for the year 1954 in excess of a half billion dollars for the first time in our history—five times greater than ten years ago. This places the company in fifth position in sales volume among all the food chains and tenth among retailers of all kinds in the nation. Record increases in sales have resulted in an even greater rate of increase in earnings as indicated in the report of operations for your company and its subsidiaries for the year ending December 31, 1954, as follows:

SALES

Sales for the year of 1954 were $520,300,324 as compared with $462,281,957 for 1953, an increase of 12.55%. This is the tenth consecutive increase in sales and another record all time high for the company.

PROFITS

Earnings for the year amounted to $6,519,436, equivalent after preferred dividend requirements, and before special credit, to $3.20 per share on 1,970,701 shares presently outstanding common. This compares with a profit of $4,897,505 in 1953 or $2.65 per share on 1,707,260 shares of common. The Company also had a non-recurring profit in 1954 resulting from the condemnation of its Chicago warehouse property of $1,549,251 equal to 78c per common share, making a total for the year of $8,068,687 or $3.98 per common share.

The Detroit and Kalamazoo branches acquired in 1952, the St. Louis branch acquired in 1953, and the new Baton Rouge branch acquired in the early part of 1954 contributed to our increase in earnings this year, and we feel confident that these new acquisitions will further improve their contributions to overall company earnings at an even greater rate in 1955.

DIVIDENDS

During the year of 1954 four quarterly dividends of 40 cents each were paid on the company's common shares making a total dividend of $1.60. This compared with a like amount of dividends paid for 1953. Total cash dividend payment for 1954 was $2,960,547 as compared to $2,593,899 for 1953.

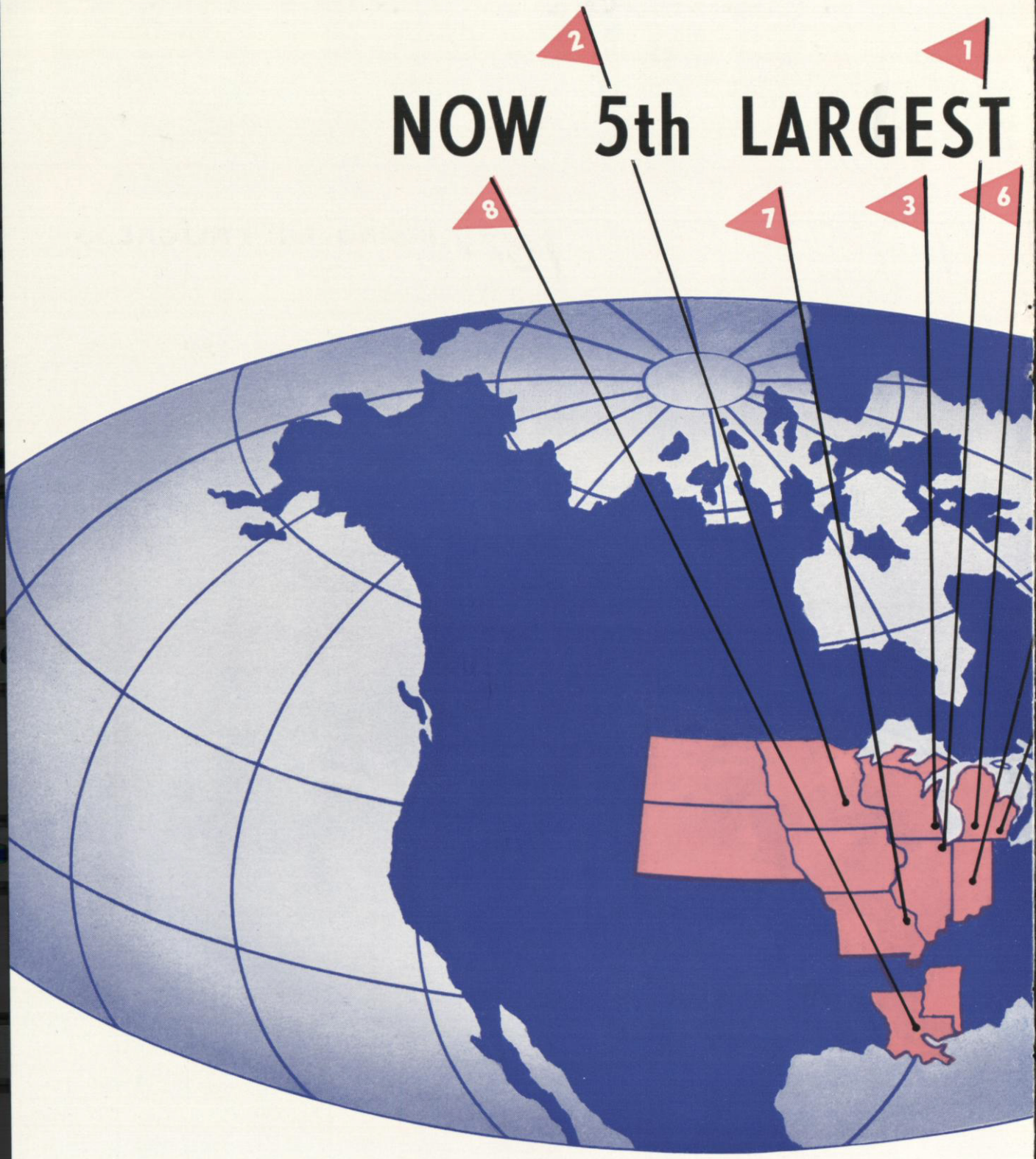
In December, 1954, a total of 38,517 shares of common were issued to shareholders of record as of November 16, 1954, as a 2% stock dividend, and $1,309,578 was charged to earned surplus in respect of this.

Holders of preference shares received the regular payment of $4.20 per share in quarterly installments of $1.05. Total payment for 1954 was $212,093 compared to $449,818 for 1953.

Continued . . .

NATIONAL FOOD STORES

NOW 5th LARGEST



NATIONAL SERVES 11 MIDWESTERN STATES

FROM THE CANADIAN BORDER TO THE GULF OF MEXICO

OF OUR LIVES

1954

SUMMARY OF NATIONAL TEA CO. OPERATIONS

Following Reported In Thousands (000 omitted)

YEAR ENDING DECEMBER 31	1945	1946	1947	1948	1949	1950	1951	1952	1953	1954
SALES	$106,868	$157,641	$217,915	$270,176	$274,332	$315,218	$361,321	$405,220	$462,281	$520,300
NET PROFIT Before Federal Taxes	1,838	4,761	5,772	6,483	7,419	9,764	7,202	8,407	10,047	12,739
FEDERAL TAXES Normal	925	1,830	2,175	2,433	2,848	4,050	3,545	4,520	4,900	6,220
FEDERAL TAXES Excess Profits	....	.....	.....	.....	.....	500	50	170	250	.....
NET PROFIT After Federal Taxes	913	2,931	3,597	4,050	4,571	5,214	3,607	3,717	4,897	6,519
COMMON SHARES Number Outstanding	623	631	641	769	769	1,541	1,541	1,568	1,707	1,970

Following Reported In Actual Amounts

EARNINGS Per Common Share*	$ .665	$ 2.25	$ 2.72	$ 2.54	$ 2.89	$ 3.31	$ 2.14	$ 2.05	$ 2.65	$ 3.20
EARNINGS Per Cent to Sales	.85%	1.86%	1.65%	1.50%	1.66%	1.65%	.998%	.92%	1.06%	1.25%
DIVIDENDS Paid Per Common Share*	.425	.425	.625	.9375	1.25	1.60	1.60	1.60	1.60	1.60**
INVESTMENT Per Common Share*	9.825	11.51	13.48	14.50	16.09	18.40	18.75	19.28	20.81	23.30
CURRENT ASSETS Ratio to Current Liabilities	2.79	1.97	2.18	2.40	2.48	2.02	2.43	2.17	2.53	2.50
STORES With Meat Departments	452	491	556	569	596	591	596	668	664	710
STORES Without Meat Departments	297	202	146	90	59	43	28	97	24	1
TOTAL STORES As of Year Ending December 31	749	693	702	659	655	634	624	765	688	711

*COMMON STOCK SPLIT TWO FOR ONE ON DECEMBER 20, 1950 EARNINGS FOR ALL YEARS SHOWN ON EQUIVALENT BASIS

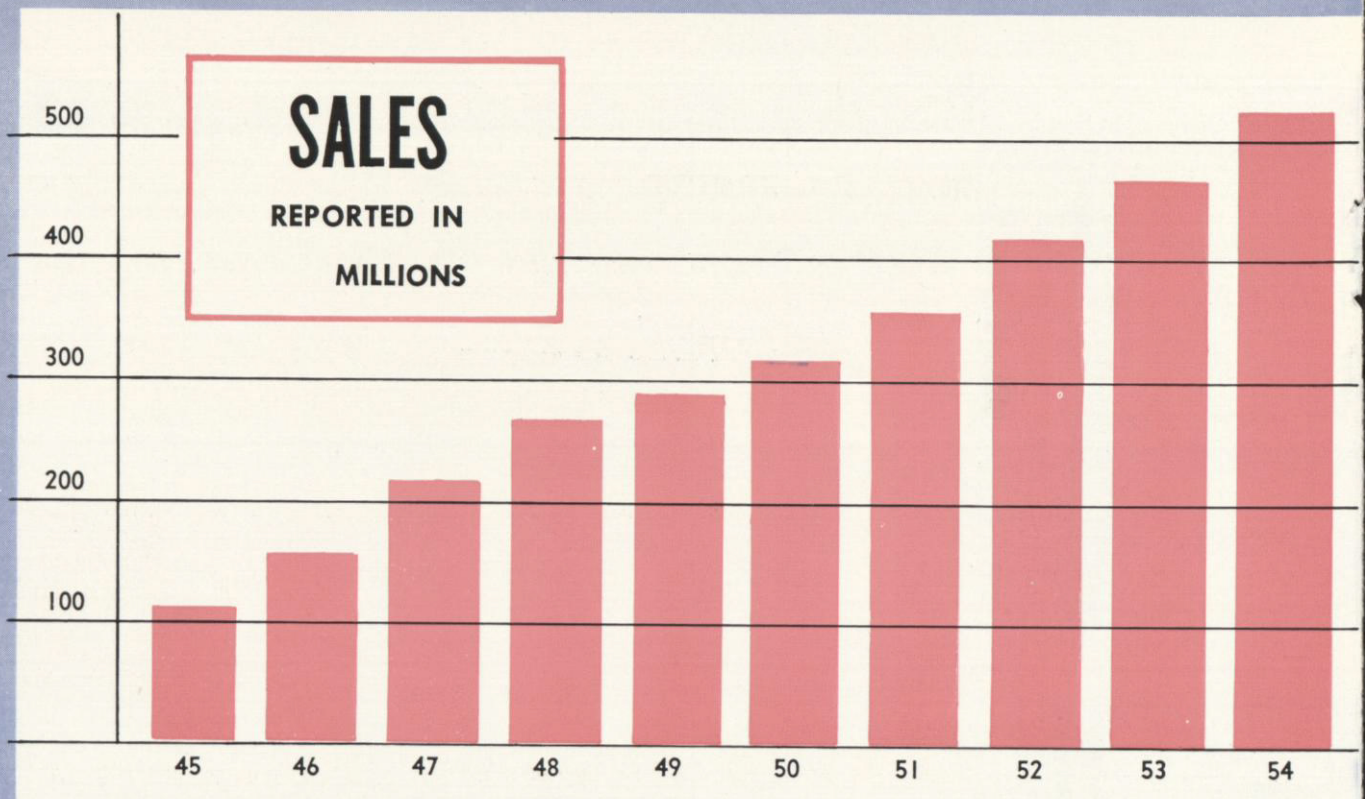
**PLUS 2% STOCK DIVIDEND TO SHAREHOLDERS ON RECORD AS OF NOVEMBER 16, 1954

.. FIVE TIMES GREATER THAN TEN YEARS AGO

1945

THE BEST 10 YEARS

10 YEAR FINANCIAL



ANOTHER GREAT YEAR FOR SALES . .

NOTES . . . TO FINANCIAL STATEMENTS NATIONAL TEA CO. AND SUBSIDIARIES

DECEMBER 31, 1954

(1) DIVIDEND RESTRICTION:

At December 31, 1954, earned surplus of $17,672,177 is restricted as to the payment of cash dividends on and the purchase of preference and common shares; net current assets remaining after giving effect to the payment of dividends or reacquisition of stock must equal at least $20,000,000.

(2) LITIGATION:

The suit filed in February, 1952 by an alleged stockholder against the company and others, as reported in the 1953 Annual Report, is pending before a master in chancery, motions to dismiss having been overruled and answers filed. The suit attacks the stock option granted to Mr. McNamara in 1945 when he accepted employment by the company, and purchases by the company from American Processing and Sales Company, Garibaldi & Cuneo, and The Cuneo Press, Inc. These transactions were reported to the stockholders in the annual proxy statements in 1945 and thereafter. The complaint also attacks two loans obtained by Mr. McNamara with Mr. Cuneo's assistance and used by Mr. McNamara in financing his purchases of the option stock. It alleges that he did not make any payment of principal or interest. Mr. McNamara paid the interest currently on both loans, and repaid the first loan in 1947 and the second loan in 1954.

(3) WAREHOUSE PROPERTIES:

On March 16, 1954 the U. S. Government condemned the fee title to the Chicago Warehouse Property which the Company had acquired from the U. S. Government in 1948 for occupancy in 1950, but which had been condemned for use by the Government for defense purposes on March 16, 1951. In February, 1955, settlement of the condemnation proceedings was reached under the terms of which the Company is to be granted an award of approximately $7,190,000. The excess of the award over the cost of the property, receivables accrued for insurance and taxes, and amounts recorded as revenue from warehouse property during the three-year period ended March 16, 1954, has been reflected as a special credit to the statement of income for 1954.

(4) CAPITAL SHARES:

As of December 31, 1954, option agreements are outstanding with officers and employees granting them the right to purchase 13,000 Common Shares at $33.25 per share. These options are exercisable after July 1, 1955, cumulative to a maximum of 2,600 shares on or before October 26, 1955, plus 2,600 additional shares for each succeeding year through October 26, 1959. The 9,800 Common Shares held in the treasury are reserved for exercise of these options.

On January 3, 1955, the directors authorized redemption at $105.00 per share of all Cumulative Convertible Preference Shares, 4.20% Series outstanding at February 15, 1955. The right to convert such shares into Common Shares terminated on February 11, 1955. Of the 28,619 Cumulative Convertible Preference Shares, 4.20% Series, outstanding at December 31, 1954, 28,410 shares were converted into 113,640 Common Shares prior to the close of business February 11, 1955, leaving 209 shares to be redeemed for cash.

On January 31, 1955, the directors recommended a reduction in the number of authorized Cumulative Preference Shares from 150,000 shares, to 30,000 shares undesignated series, and an increase in the number of authorized Common Shares to 4,300,000 shares. The recommendation is being submitted to the shareholders at their annual meeting to be held March 21, 1955.

Arthur Andersen & Co.

To the Board of Directors, National Tea Co.:

120 South La Salle Street, Chicago 3

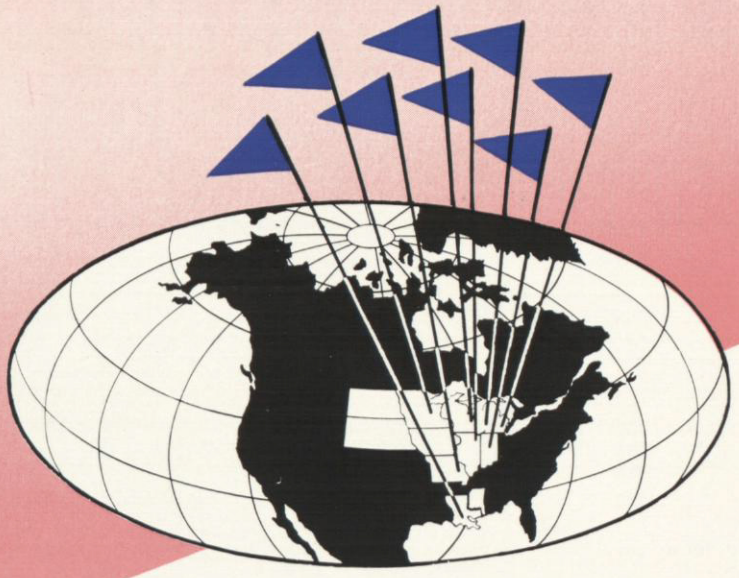
We have examined the consolidated balance sheet of NATIONAL TEA CO. (an Illinois corporation) AND SUBSIDIARIES as of December 31, 1954, and the related statements of consolidated income and surplus for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We had previously made a similar examination for the year ended December 31, 1953.

In our opinion, the accompanying consolidated balance sheet and statements of consolidated income and surplus present fairly the financial position of National Tea Co. and Subsidiaries as of December 31, 1954, and the results of their operations for the year then ended, and were prepared in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Chicago, Illinois
February 15, 1955

ARTHUR ANDERSEN & CO.

ANOTHER YEAR OF PROGRESS AT NATIONAL



INVENTORIES

Inventories of merchandise and supplies at the close of business December 31, 1954, amounted to $35,112,775 as compared with $31,858,810 at December 31, 1953. This was an increase of $3,253,965 caused by installation of larger volume stores and additional warehouse inventories necessary to service new stores opened in 1954 plus our newly acquired branch with warehouse facilities in Baton Rouge and New Orleans, Louisiana. As a result of increased sales volume rate of turnover has been maintained even though inventories are up.

REAL ESTATE

The warehouse property at 5555 Archer Avenue in Chicago continued to be occupied by the United States Government under condemnation until March 16, 1954, on which date the Government acquired ownership by condemning the fee title to the property. In February, 1955, a settlement of the condemnation proceedings was reached under the terms of which the Company is to be granted an award of approximately $7,190,000. In March, 1954, the Company took down $6,155,339, theretofore deposited in court by the Government, which will be applied on account of the above-mentioned award.

As of December 31, 1954, the company owned only five store locations, four of which are, or soon will be, occupied for store purposes, and the other is leased to a non-competitive business.

We have reached another objective in our operations and as of January 15, 1955, all of our stores are complete food markets with meat department facilities for our customers. We no longer operate the old style conventional grocery stores in any of our branches. Of the 710 stores with meat departments in operation at the close of 1954 approximately 50% of these stores now offer self-service meats, and more stores are being converted to this new and modern method of meat merchandising as fast as possible.

Air-conditioning likewise is being installed in all new stores opened by your company, and many of our present stores are being provided with this shopping comfort which has proven its advantage towards improving acceptance of our stores with resultant improvement in sales.

FINANCIAL

As reported previously, on February 1, 1954, the company acquired 98.8% of the outstanding shares of Capitol Stores, Inc., of Baton Rouge, Louisiana. At time of purchase, this unit operated 28 stores and 2 warehouses in the State of Louisiana. Corporate name has since been changed to National Food Stores of Louisiana, Inc., and expansion plans are well under way for this new unit.

During the year of 1954, your company completed 64 new stores of which 17 were relocations of previous stores. Although 64 new stores were opened and 28 additional stores were acquired in Louisiana, total stores in operation increased only from 688 to 711 as a result of closing smaller outmoded store locations. Leases have been executed for 78 new stores for 1955, of which 22 will be relocations.

During the year of 1954 a total of 57,556 preference shares 4.20% series, $100 par value were converted into 230,224 common shares. On January 3, 1955, the cumulative preference shares, 4.20% series, were called for redemption on February 15, 1955 at $105 plus accrued dividends. On February 15, 1955, a total of 209 preference shares, 4.20% series, were redeemed at a cost of $22,096, all other preference shares having been converted into common.

Results at a glance

HIGHLIGHTS OF OPERATIONS FOR THE CALENDAR YEAR	1954	1953
SALES	$520,300,324	$462,281,957
NET PROFIT—Before Federal Taxes	12,739,436	10,047,505
FEDERAL TAXES—Normal	6,220,000	4,900,000
FEDERAL TAXES—Excess Profits	.....	250,000
NET PROFIT—After Federal Taxes	6,519,436	4,897,505
EARNINGS—Per common share	3.20	2.65
EARNINGS—Percent to sales	1.25	1.06
DIVIDENDS—Paid per common share	1.60*	1.60
INVESTMENT—Per common share	23.30	20.81
RATIO OF CURRENT ASSETS—to Current Liabilities	2.50	2.53
COMMON SHARES—Number Outstanding	1,970,701	1,707,260
STORES—With Meat Markets	710	664
STORES—Without Meat Markets	1	24
TOTAL STORES—December 31, 1954	711	688

(*Plus 2% stock dividend paid to shareholders on record as of November 16, 1954)

NATIONAL BRANCHES in Chicago • Milwaukee • Minneapolis Indianapolis • Detroit • Kalamazoo • St. Louis • Baton Rouge

NATIONAL FOOD STORES serving Illinois • Indiana • Iowa Louisiana • Michigan • Minnesota • Mississippi • Missouri North Dakota • South Dakota • Wisconsin

FINANCIAL—Continued

On January 31, 1955, the Board of Directors recommended that shareholders at their meeting on March 21, 1955, amend the Articles of Incorporation of the Company to provide for the cancellation of the preference shares, 4.20% series, which have been redeemed or converted prior to that date and also to increase the number of common shares which the company is authorized to issue from 2,100,000 shares of $5 par value each to 4,300,000 shares of $5 par value each.

Following is a brief summary of the changes in the operating capital position of the company during the year of 1954:

SOURCE OF FUNDS:	
Net income (including special credit of $1,549,251)	$ 8,068,687
Warehouse property sold	3,623,764
Reserve for self-insurance	129,170
	$11,821,621
DISPOSITION:	
Excess of capital expenditures over provision for depreciation, amortization and sales	$ 4,007,934
Treasury shares	261,267
Other Assets	263,809
Cash dividends—	
Preference shares	212,093
Common shares	2,960,547
	$ 7,705,650
INCREASE IN NET CURRENT ASSETS	$ 4,115,971

EMPLOYEE RELATIONS

Wages paid to employees in 1954 amounted to $54,299,023 as compared with $49,688,658 for 1953, an increase of $4,610,365 or 9.28%.

As evidenced above, wages continued their upward trend during 1954. A greater part of this increase was due to increased rates, however, a substantial portion of our increase in wages resulted from the installation of new and larger volume stores, plus the acquisition of our Baton Rouge and New Orleans operations. While there have already been some increases for 1955, and it is reasonable to expect there will be further increases during the balance of the year, we do not believe they will be in proportion to what we have experienced in the past two years.

With increasing wages, we know it is necessary that we continue to effect improvements in the handling of merchandise and transportation facilities, and to continue to work with our employees so as to insure the same fine cooperation in the future that we have enjoyed in the past. In accomplishing these objectives we believe it should be possible to keep our operating costs within reasonable limits, and maintain satisfactory earnings.

We extend to all our employees our sincere thanks and appreciation for their wonderful cooperation which has made these improved results possible.

We look toward 1955 confidently, and somewhat optimistically, with the secure knowledge that we have improved our organization during the past ten years to the extent that we believe 1955 should continue to show an improvement in both sales and profits, without acquisitions of any new branch territories, although we are confident that our organization is capable of taking on additional operations, should the opportunity arise.

H. W. McNamara
President

Chicago, Illinois
February 28, 1955

CONSOLIDATED

Assets

	1954	1953
CURRENT ASSETS:		
Cash	$19,416,326	$14,573,907
Accounts receivable, less reserves of $68,800 and $27,487	1,331,353	1,460,792
Receivable from U. S. Government on account of warehouse property condemnation proceedings (Note 3)	1,044,601	1,762,979
Inventories, at lower of cost or market—		
Merchandise	34,012,770	30,811,155
Supplies	1,100,005	1,047,655
Total current assets	$56,905,055	$49,656,488
OTHER ASSETS:		
Prepaid rents, insurance, etc	$ 1,421,855	$ 1,158,046
Investment in Everywoman's Magazine, at cost	200,000	200,000
Purchase fund for 4.2% preference shares	284,769	284,769
	$ 1,906,624	$ 1,642,815
PLANT AND EQUIPMENT, at cost, less reserves for depreciation:		
Land	$ 1,323,942	$ 1,479,276
Buildings	4,581,731	4,539,615
Fixtures and equipment	35,915,356	31,079,188
Leasehold improvements, less amortization	3,927,541	3,145,642
	$45,748,570	$40,243,721
Less—Reserves for depreciation	18,006,256	15,692,572
	$27,742,314	$24,551,149
Net excess of cost of investment in consolidated subsidiaries over underlying book values at dates of acquisition—in process of amortization	1,756,428	906,150
	$29,498,742	$25,457,299
WAREHOUSE PROPERTY at cost, less reserves of $485,966 (taken under condemnation proceedings by U. S. Government—Note 3)	—	$ 3,623,764
	$88,310,421	$80,380,366

See notes to financial statements.

BALANCE SHEET

DECEMBER 31, 1954 AND 1953

Liabilities

	1954	1953
CURRENT LIABILITIES:		
Accounts payable	$11,826,087	$10,840,193
Accrued liabilities	3,607,454	3,183,570
Federal income and excess profits taxes	7,353,060	5,630,242
Total current liabilities	$22,786,601	$19,654,005
LONG-TERM 4% PROMISSORY NOTES, due serially 1956 to 1973	$16,200,000	$16,200,000
RESERVE FOR SELF-INSURANCE	$ 499,548	$ 370,378
MINORITY INTEREST IN CONSOLIDATED SUBSIDIARY	$ 33,509	$ —
CAPITAL STOCK (NOTE 4) AND SURPLUS:		
Preference shares, cumulative, par value $100, authorized 150,000 shares—		
4.20% convertible series—		
Outstanding 28,619 shares and 86,175 shares	$ 2,861,900	$ 8,617,500
Common shares, par value $5, authorized 2,100,000 shares (including 114,476 reserved for conversion of preference shares), issued 1,980,501 shares and 1,711,760 shares	9,902,505	8,558,800
Paid-in surplus	12,050,054	6,276,529
Earned surplus (Note 1)	24,316,321	20,729,852
	$49,130,780	$44,182,681
Less—Cost of treasury common shares, 9,800 shares in 1954 and 4,500 shares in 1953	340,017	26,698
	$48,790,763	$44,155,983
	$88,310,421	$80,380,366

STATEMENT OF CONSOLIDATED INCOME
NATIONAL TEA CO. AND SUBSIDIARIES
FOR THE YEARS ENDED DECEMBER 31, 1954 AND 1953

	1954	1953
SALES AND OTHER INCOME:		
Sales	$520,300,324	$462,281,957
Profit or (loss) on disposal of fixed assets	(17,490)	129,077
Revenues from warehouse property—net of interest and depreciation (Note 3)	84,490	289,296
	$520,367,324	$462,700,330
COSTS AND EXPENSES:		
Materials and services purchased from others	$432,429,812	$385,546,193
Wages and salaries	54,299,023	49,688,658
Rentals paid for leased properties	5,930,666	5,045,318
Provision for depreciation and amortization	3,810,460	3,074,956
Interest on indebtedness	667,435	314,732
Social security, State, local and miscellaneous taxes	10,490,492	8,982,968
	$507,627,888	$452,652,825
Income before Federal income taxes	$ 12,739,436	$ 10,047,505
PROVISION FOR FEDERAL INCOME TAXES (including $250,000 in 1953 for excess profits tax and after reduction of $420,000 in 1954 and $450,000 in 1953 resulting from carry forward of subsidiary's operating loss prior to acquisition)	6,220,000	5,150,000
Net income for the year	$ 6,519,436	$ 4,897,505
SPECIAL CREDIT:		
Gain on condemnation of warehouse property (Note 3)	1,549,251	—
Net income for the year and special credit	$ 8,068,687	$ 4,897,505

See notes to financial statements.

STATEMENT OF CONSOLIDATED SURPLUS
NATIONAL TEA CO. AND SUBSIDIARIES
FOR THE YEAR ENDED DECEMBER 31, 1954

PAID-IN SURPLUS		
BALANCE AT BEGINNING OF YEAR		$ 6,276,529
Excess of par value of 57,556 preference shares over par value of 230,224 common shares issued in conversion		4,604,480
Excess of market value over par value of 38,517 common shares issued as a 2% common stock dividend		1,116,993
Excess of option price over carrying value of 4,500 treasury common shares sold to officers and employees		52,052
BALANCE AT END OF YEAR		$12,050,054
EARNED SURPLUS		
BALANCE AT BEGINNING OF YEAR		$20,729,852
NET INCOME FOR THE YEAR	$6,519,436	
SPECIAL CREDIT from condemnation of warehouse property	1,549,251	8,068,687
		$28,798,539
DEDUCT DIVIDENDS:		
Preference shares, 4.20% series (in cash)	$ 212,093	
Common shares—		
In cash ($1.60 per share)	2,960,547	
In common shares (2% of shares outstanding on November 16, 1954)—38,517 shares at market value of $34 per share	1,309,578	
		4,482,218
BALANCE AT END OF YEAR (Note 1)		$24,316,321

See notes to financial statements.

FOOD CHAIN IN THE WORLD

Ten YEARS OF PROGRESS

Growing from 3 to 8 branches of operations

1 **CHICAGO BRANCH** maintained its aggressive pace of expansion with 15 new Nationals opened in 1954 with a total of 286 stores in operation as the year ended. Chicago already has plans completed for opening 16 more new stores in 1955.

2 **MINNEAPOLIS BRANCH** opened a total of 12 new Nationals in its territory during 1954 bringing the number of stores in operation at the year's end to 176. Plans under way call for the opening of 11 more new stores in 1955.

3 **MILWAUKEE BRANCH** added 6 new Nationals to its operations in 1954 and total stores in this branch reached 68 at the end of the year. Milwaukee will open 6 more new stores during 1955.

4 **INDIANAPOLIS BRANCH** increased its operations by 4 new Nationals opened in 1954 and brought its total number of stores up to 54 as the year ended. This year will see a step-up to 6 more new stores in operation in Indianapolis territory according to present plans for 1955.

5 **DETROIT BRANCH** is proud of the 18 new Nationals opened during 1954 and was operating a total of 45 stores, mostly large modern super markets by the end of the year. Detroit continues to expand and will open 13 more new stores in 1955.

6 **KALAMAZOO BRANCH** added 4 new Nationals during 1954 and at the end of the year was handling its territory with 25 modern stores. Plans now call for 6 more new stores to be opened by Kalamazoo during 1955.

7 **ST. LOUIS BRANCH** stepped up coverage of market with the addition of 3 new Nationals for the year, bringing their total stores in operation to 31 as the year ended. Expansion plans are materializing and St. Louis will open 11 more new stores in 1955.

8 **BATON ROUGE** our latest acquisition is already improving its position with 2 more new Nationals in 1954 and 26 stores in operation at the end of the year. New store program in our Baton Rouge-New Orleans operations will be accelerated in 1955 with 9 more new stores planned to open.

SERVING YOU BETTER ***SAVING*** YOU MORE

National's Ideals

- TO BUILD stores that will be a credit to the communities which they serve.
- TO FOSTER a fine relationship between our stores and their customers, co-workers and suppliers.
- TO MAINTAIN quality and always sell merchandise at a fair price.
- TO STRESS honesty and sincerity in our advertising and selling.
- TO CONSIDER no sale complete until the items purchased have rendered full satisfaction.
- TO MEASURE our success only by the service which we are able to provide our customers.

★ ★ ★
NATIONAL
FOOD STORES

SERVING YOU BETTER—SAVING YOU MORE